



Image Source: wiseGEEK.com 'people-raising-barn-frame.jpg', modified by Cuyahoga County Planning Commission

SECTION 5



IMPLEMENTATION

The Implementation section provides a road map for action. It outlines the strategies, tools and techniques for implementing the Master Plan. Specifically, the Implementation Section ties the individual goals and actions outlined in the plan to responsible parties, time frames, and potential financial resources to set the stage for how the goals and/or actions can be achieved.

HOW DO I USE IT?

The Implementation Section should be used to inform, not only the City staff and administration of who are responsible for undertaking actions, but it should also be used as a collaboration tool to develop partnerships with private property owners, other municipalities, and other levels of government.

WHAT'S IN THIS SECTION?

The Implementation section contains coordination tables that correspond to each theme, topic, goal, and action outlined in the Goals & Actions section of the City of Richmond Heights' Master Plan. Each action identifies a time line stating the action, how long it could take to accomplish once initiated, the parties that could/should be responsible for its implementation, an estimate of the funding needed, and the potential funding resources and opportunities available.

This section is organized as follows:

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 - *A Welcoming City, page 171*
 - *A Connected City, page 173*
 - *A Healthy City, page 179*
 - *A Green City, page 181*
 - *A Business-Friendly City, page 183*
 - *A Diverse & Engaged City, page 187*
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IMPLEMENTING THE MASTER PLAN

THE MASTER PLAN

The Master Plan development process, and the resulting implementation tables include input from Project Team Meetings, Steering Committee Meetings, Stakeholder Meetings and Public Meetings.

This plan is first and foremost, the Community's Plan. The power to implement the Master Plan rests with the City government of Richmond Heights to be innovative and proactive in its structure and approach. The power to implement its vision, goals and actions also rest with the community of Richmond Heights, its citizens, residents, and business leaders to hold their government accountable. Simply put, the power of implementation rests with all involved to ensure that the City's desired vision is realized.

The presentation of the final plan does not mean that the goals and priorities are not subject to change. This Plan is meant to be an active document and should be reviewed and updated periodically to adapt to changing ideas and conditions within the City. New opportunities may arise that were not envisioned, or were given a lower priority based on the conditions during the planning process. These opportunities should not be dismissed, but reviewed and evaluated based on the changing needs, and the City's overarching Vision.

The Role of the Master Plan

The State of Ohio does not require planning, and does not tie any particular programs, rights, or funding to master planning and/or to the implementation of plans. Therefore, it is important to note, that the Master Plan itself is not legislation, and upon adoption, it has no force of law.

The power in the plan comes from active changes in the City policies and ordinances, and from the residents, City staff, elected officials, community groups and business leaders who took the time and made the effort to participate in and complete the planning process to set the City's direction, and to implement the vision for the City's desired future.

Once the master plan adoption process is complete, the Master Plan document will become the guidebook for the decisions made and projects and issues pursued by the City of Richmond Heights. It should be viewed as a road map to guide policy, legislation, community outreach, and regional collaboration for reaching the City's goals and achieving the City's vision for the future.

MOVING FORWARD

Throughout the planning process all involved were concerned about how to ensure that the ideas contained in the plan become a reality. Both the Project Team and the Steering Committee were concerned about implementation and accountability, and how to push the idea of implementation and accountability to the forefront in a cohesive and collaborative way.

This concern highlights one of the most significant challenge to the implementation of any Master Plan, the actual pursuit of identified actions, policies, and desired outcomes. Often, when there is no pressure or accountability, master plans get adopted, sit on a shelf, and are forgotten until it is time to prepare a new plan. Several ideas have been developed and should be considered by City Council as ways to ensure the plan is implemented and regularly updated.

The strongest recommended action would be to have the City Council pass, as part of the adoption of the Plan, a resolution requiring elected City officials, City Departments and Staff to use the Plan as a guide in their decision making and policy considerations. This resolution would also require monitoring the progress of implementation and regular updates to the Master Plan.

A good way to do this would be to create a Master Plan Implementation Committee to continually review the progress of the Master Plan, and to update the plan on an annual or bi-annual basis. This committee, however, should not be an isolated internal City Committee, but should be a mix of elected City officials and Council members, City Departmental Directors and Staff, residents and community and

business leaders who would meet on a regular basis. Meetings and updates on the plan should be transparent and open to the public.

The Committee should also be empowered to work with and utilize the resources of other municipalities, community and economic development groups, regional agencies and nonprofits where appropriate.

Administration

Implementation of the Master Plan will require significant collaboration and cooperation among the City's staff, residents, business leaders and other community interest along with that of neighboring communities and regional governments and agencies.

Timelines and Priorities

The Master Plan contains several recommendations. The City along may not have the staff, funding or volunteer support needed to implement all the recommendations. Therefore, a process for determining priorities must be established very early in the implementation process.

Community Outreach

Community outreach is an important component of the master planning process, before, during and after the plan is completed. The successful implementation of a master plan depends upon informing and educating the community to ensure that residents and business owners are engaged in the process, have a stake in its outcomes, and develop a sense of ownership for its implementation. Some ways of developing a successful community outreach program include: developing brochures and newsletters about the plan and/or specific components of the plan. Timely and consistent advertisement is essential to draw residents and other community stakeholders to the meetings. The community outreach must also extend to neighboring and regional entities that could be impacted by, or benefit from implementation of various aspects of the Plan.

IMPLEMENTATION TABLES

The implementation tables on the following pages link directly to the Goals & Actions. The tables outline the Projected Timeline, Responsible Parties & Partners, Estimated Cost, and Potential Funding Sources.

We cannot stress enough that changing circumstances, priorities, and funding streams may require these action tables to be updated from time to time. It is important to recognize that the tables are only a guide and can be changed when circumstances warrant.

The City should regularly evaluate the status of the plan to ensure that actions are being completed, and make adjustment to priorities, timelines, and/or funding sources as necessary.

COLLABORATION

It is important to recognize that there are factors that impact the City that are beyond its control. In such cases, it is important to forge supportive partnerships with those who do have control. In addition, because cities across the County and State are facing declining resources, it is more important than ever to engage private businesses, major institutions, neighboring municipalities, other local and regional governmental agencies, residents and citizens to collaborate in the work.

The Master Plan identifies opportunities for engaging with other entities in developing mutually beneficial programs. With this in mind, the City can serve as a champion and supporter to help spur collaborative action.

RESPONSIBLE PARTIES & PARTNERS

Responsible Parties & Partners include individuals and Departments throughout Richmond Heights City government, especially Departmental Directors. Also included in this group are other local and regional governmental organizations, non-profit groups and institutions, local businesses, private citizens, and design professionals that are key stakeholders in the undertaking and completion of each Policy or Action. Please note that the identification

of an entity as a responsible party does not indicate any financial requirement or obligation, only inclusion in the implementation process. While financial partners are important and will be pursued, the intellectual capital of a responsible party is just as valuable. Responsible Parties & Partners are identified through symbols as shown in the legend on the following pages.

COST ESTIMATES

The implementation tables contain three levels of cost estimates: High, Medium, and Low. Because of the ever-changing nature of projects, costs are variable; however, we have provided ranges to give a general understanding of the scope of undertaking for a specific project or action.

For the purposes of this plan, High, Medium, and Low-cost ranges can be understood as follows:

| Estimated Cost Range | |
|----------------------|------------------------|
| High Cost | Over \$500,000 |
| Medium Cost | \$100,000 to \$500,000 |
| Low Cost | Up to \$100,000 |

For example: The action to “Completely renovate the historic house and grounds of Greenwood Farm” is only an estimate of current perceived renovation needs. The cost does not consider the full-scale inspection of the facility or ongoing costs such as building maintenance or additional improvements that would follow from undertaking such an action. In addition, this action step may need to be phased or structured on a project by project basis.

ACTION PRIORITIES

The priority of actions is identified by stars in the implementation tables. Actions with three stars are the highest priority while actions with fewer stars are a lower priority. The identified Action priority level considers the ten-year life of the Master Plan. Therefore, an action may be

important, but may be a lower priority because it is not as time sensitive as other actions, or will be more important in the later in the plan implementation process.










FUNDING OPPORTUNITIES

Where available, we have listed a variety of public and private grant funding opportunities for the listed actions. Listing of the grant opportunity does not mean that the action meets all criteria for the grant or that the grant will be awarded. It signifies that this source should be further explored during the completion of the listed action. This may require the scope or outcome of an action to be amended. Such requirements should not deter pursuing any action.

Keep in mind that many of the actions put forth are policy oriented or conceptual ideas, requiring further development, public planning, or final design and engineering. The implemented action may be very different from the conceptual ideas put forth in the plan. Therefore, the conceptual actions should be used as aids to help reach the desired outcome of the vision or goal.

POTENTIAL PARTNERS LEGEND














City of Richmond Heights

-  Administration
-  Building Department
-  City Engineer
-  Economic Development
-  Finance Department
-  Parks and Recreation Department
-  Service Department
-  Fire Department
-  Police Department

Private and Non-Profit Entities

-  Bicycle Advocacy Groups
-  Local Businesses
-  Proposed Community Development Corporation (CDC)
-  Friends of Euclid Creek
-  Heights Hillcrest Regional Chamber of Commerce
-  Home Repair Resource Center
-  Neighborhood Groups
-  Non-Profits
-  Private Property Owners
-  Qualified Design Professionals
-  Regional Institutions
-  University Hospitals Richmond Medical Center

Other Governmental Agencies

-  Cleveland Metroparks
-  Cuyahoga Arts and Culture
- CCBH Cuyahoga County Board of Health
-  Cuyahoga County Department of Development
-  Cuyahoga County Department of Public Works
-  Cuyahoga County Library System
-  County Planning
-  Cuyahoga Soil & Water Conservation District
-  Greater Cleveland Regional Transit Agency (GCRTA)
-  Northeast Ohio Areawide Coordinating Agency (NOACA)
-  Northeast Ohio Regional Sewer District (NEORSR)
-  Ohio Department of Health
-  Ohio Department of Transportation (ODOT)
-  Richmond Heights Local Schools

Priority Level

- ★ Low Priority
- ★★ Medium Priority
- ★★★ High Priority

Estimated Cost

| | |
|--------|------------------------|
| Low | Up to \$100,000 |
| Medium | \$100,000 to \$500,000 |
| High | Over \$500,000 |

A WELCOMING CITY

Richmond Heights will be a City with a strong sense of place, safe and vibrant neighborhoods having a wide range of elegant, beautiful and revitalized housing options, well-maintained yards and greenspaces, and active neighborhood associations.



| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|-------------------|---------------------------------|--|-----------|---------------------------|----------------------|
|-------------------|---------------------------------|--|-----------|---------------------------|----------------------|

Goal 1: Work to revitalize neighborhoods affected by blight, housing age and styles, rental conversions, abandonment, foreclosure, and demolitions

| | | | | | |
|---|-----------|----|--------------------------------------|--------|---|
| A. Develop a recognition program for Home Owners Associations and Neighborhood Associations to promote civic engagement, incentivize cooperative partnerships for the maintenance of pocket parks, and improve housing maintenance and point of sale programs | 1-2 years | ★★ | (A) (BD) (FD) (SD) F P H P ✓ P | Medium | Center for Community Progress City of Richmond Heights Home Depot Grant Program Home Resource Program Keep America Beautiful Grant Programs KeyBank Foundation Grants Wells Fargo Housing Foundation Grants |
| B. Refine rental registration requirements and associated City building code provisions | 1-2 years | ★★ | (A) (BD) (FD) (SD) F P P P | Low | City of Richmond Heights Ohio Local Government Innovation Fund Revenue from fees and assessments |

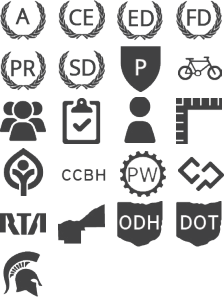
Goal 2: Leverage local, state, federal, and private dollars in programs and incentives as part of a housing market strategy to attract and retain residents

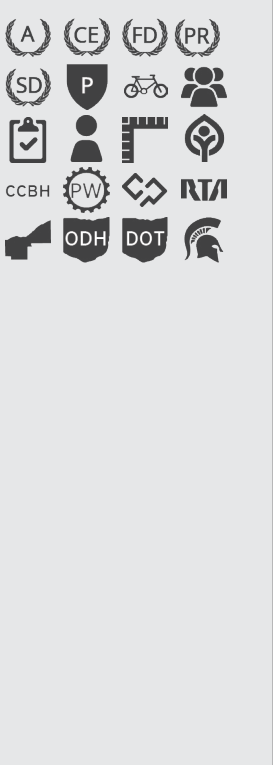

| | | | | | |
|--|-----------|----|------------------------|-----|---|
| A. Assist developers in marketing lots available in planned developments throughout the City | Ongoing | ★★ | (A) (ED) (FD) H P ✓ | Low | City of Richmond Heights KeyBank Foundation Grants Private Developers Wells Fargo Housing Foundation Grants |
| B. Develop a neighborhood and housing marketing strategy | 1-2 years | ★★ | (A) (ED) (FD) P | Low | Center for Community Progress City of Richmond Heights KeyBank Foundation Grants Private Developers State of Ohio Local Government Innovation Fund Wells Fargo Housing Foundation Grants |




| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|--|------------|---|----------------------|
| Goal 3: Develop a Home Improvement Program or Resource Center to link residents to information on private, local, state, and federal home improvement grants and loans | | | | | |
| <p>A. Promote traditional and nontraditional programs for home ownership, maintenance, rehabilitation, and renovation</p> | <p>Ongoing</p> | <p>★★</p>  | <p>Low</p> | <p>Community Development Corporation (CDC) or Special Improvement District (SID) Heritage Home Program Home Depot Foundation Grants Housing Enhancement Loan Program (HELP) Home Resource Center Home Weatherization Assistance Program KeyBank Foundation Grants Other Banking Institutions Wells Fargo Housing Foundation</p> | |
| <p>B. Connect residents to local resources for them to better maintain their homes and properties</p> | <p>Ongoing</p> | <p>★★</p>  | <p>Low</p> | <p>Community Development Corporation (CDC) or Special Improvement District (SID) Heritage Home Program Home Depot Foundation Grants Housing Enhancement Loan Program (HELP) Home Resource Center Home Weatherization Assistance Program KeyBank Foundation Grants Other Banking Institutions Wells Fargo Housing Foundation</p> | |




A CONNECTED CITY



Richmond Heights will be a multimodal City where residents can easily commute to work, enjoy the outdoors, take an evening walk, meet friends for dinner, run errands, or shop by car, transit, bike, or foot on Complete Streets and all-purpose trails.

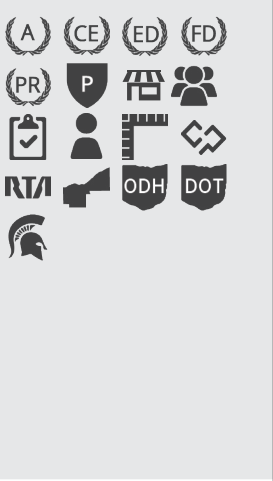

| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|---|-----------|--|----------------------|
| Goal 1: Develop a Citywide Connectivity Plan that incorporates the recommendations of the Eastside Greenway Plan | | | | | |
| A. Develop a Citywide walking and biking trail network | 5+ years | ★★  | High | Clean Ohio Program Congestion Mitigation and Air Quality Program (CMAQ) County Surface Transportation Program NOACA Surface Transportation Program NOACA TLCI ODNR NatureWorks Program ODNR Land and Water Conservation Program Rockefeller Foundation Grants The Cleveland Foundation Grants The Kresge Foundation Grants The George Gund Foundation Grants The Robert Wood Johnson Foundation Grants Transportation Alternatives Program | |

| Goals and Actions | Projected Timeline and Priority | | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|--|---------------------------------|-----------|---|---------------|---|----------------------|
| <p>B. Enhance connections, and improve lighting and other safety features, between the municipal parks, schools, neighborhoods, and the Cleveland Metroparks' Euclid Creek Reservation</p> | <p>5+ years</p> | <p>★★</p> |  | <p>Medium</p> | <p>Clean Ohio Program Congestion Mitigation and Air Quality Program (CMAQ) NOACA Surface Transportation Program NOACA TLCI ODNR NatureWorks Program ODNR Land and Water Conservation Program Rockefeller Foundation Grants The Cleveland Foundation Grants The Kresge Foundation Grants The George Gund Foundation Grants The Robert Wood Johnson Foundation Grants Transportation Alternatives Program</p> | |
| <p>C. Link the Citywide trail system to the Eastside Greenway. Include the added amenities of Wayfinding signage</p> | <p>5+ years</p> | <p>★★</p> |  | <p>Medium</p> | <p>Clean Ohio Program Congestion Mitigation and Air Quality Program (CMAQ) NOACA Surface Transportation Program NOACA TLCI ODNR NatureWorks Program ODNR Land and Water Conservation Program Rockefeller Foundation Grants The Cleveland Foundation Grants The Kresge Foundation Grants The George Gund Foundation Grants The Robert Wood Johnson Foundation Grants Transportation Alternatives Program</p> | |

| Goals and Actions | Projected Timeline and Priority | | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|------|---|-----------|---|----------------------|
| D. Partner with Richmond Heights City School District to develop an ODOT Safe Routes to School plan | 2-5 years | ★★ |  | Low | County Surface Transportation Program NOACA Surface Transportation Program NOACA TLCI ODOT Safe Routes to Schools Program Ohio Department of Public Works - State Capital Improvement Program (SCIP) Transportation Alternatives Program | |
| Goal 2: Conduct a Citywide traffic study | | | | | | |
| A. Complete Richmond Road repair and resurfacing project | 5+ years | ★★★★ |  | High | County Surface Transportation Program NOACA Surface Transportation Program NOACA TLCI Ohio Department of Public Works - State Capital Improvement Program (SCIP) Transportation Alternatives Program | |
| B. Modernize traffic signals, repair, and maintain the street network | 3-5 years | ★★ |  | High | County Surface Transportation Program(SCIP) NOACA Surface Transportation Program NOACA TLCI Ohio Department of Public Works - State Capital Improvement Program (SCIP) Transportation Alternatives Program | |






| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|---|-------------|---|----------------------|
| <p>C. Determine feasibility of vacating Chardonview Road to improve the intersection at Richmond and Chardon Roads</p> | <p>3-5 years ★★★</p> |  | <p>High</p> | <p>Congestion Mitigation and Air Quality Program (CMAQ) County Surface Transportation Program NOACA Surface Transportation Program NOACA TLCI Ohio Department of Public Works - State Capital Improvement Program (SCIP) Transportation Alternatives Program</p> | |
| <p>D. Review the sidewalk, crosswalk, and pedestrian network to ensure that it is safe and accessible to all ages and abilities, and that they provide connectivity throughout the City</p> | <p>3-5 years ★★</p> |  | <p>Low</p> | <p>Congestion Mitigation and Air Quality Program (CMAQ) County Surface Transportation Program NOACA Surface Transportation Program NOACA TLCI Ohio Department of Public Works - State Capital Improvement Program (SCIP) Transportation Alternatives Program</p> | |
| <p>E. Investigate timing at pedestrian crosswalks</p> | <p>1-2 years ★★</p> |  | <p>Low</p> | <p>Congestion Mitigation and Air Quality Program (CMAQ) County Surface Transportation Program NOACA Surface Transportation Program NOACA TLCI Ohio Department of Public Works - State Capital Improvement Program (SCIP) Transportation Alternatives Program</p> | |







| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete | |
|---|---------------------------------|--|--|---------------------------|---|--|
| Goal 3: Develop a coordinated Capital Improvement Plan | | | | | | |
| A. Develop a coordinated Capital Improvement Plan | 1-2 years | ★★ |  | High | County Surface Transportation Program NOACA Surface Transportation Program NOACA TLCI Ohio Department of Public Works - State Capital Improvement Program (SCIP) Transportation Alternatives Program | |
| Goal 4: Work to develop a system of Complete and Green Streets that accommodates all modes of transportation and improves public transit options | | | | | | |
| A. Develop a Complete and Green Streets policy that accommodates all users including pedestrians, bicyclists, drivers, and transit users | 1-2 years | ★★ |  | Low | Congestion Mitigation and Air Quality Program (CMAQ) County Surface Transportation Program NOACA Surface Transportation Program NOACA TLCI Ohio Department of Public Works - State Capital Improvement Program (SCIP) The Cleveland Foundation Grants The Kresge Foundation Grants The George Gund Foundation Grants The Robert Wood Johnson Foundation Grants Transportation Alternatives Program | |

| Goals and Actions | Projected Timeline and Priority | | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|----|--|-----------|---|----------------------|
| <p>B. Place seating areas along stretches of commercial districts primarily in the Richmond-Chardon Business District and along Richmond Road</p> | 1-2 years | ★ |  | Low | <p>Congestion Mitigation and Air Quality Program (CMAQ) County Surface Transportation Program NOACA Surface Transportation Program NOACA TLCI Ohio Department of Public Works - State Capital Improvement Program (SCIP) Transportation Alternatives Program</p> | |
| <p>C. Work with the Greater Cleveland Regional Transit Authority (RTA) to maintain existing transit throughout the City and enhance service when feasible</p> | Ongoing | ★★ |  | High | <p>County Surface Transportation Program NOACA Surface Transportation Program Greater Cleveland Regional Transit Authority Ohio Department of Transportation</p> | |

A HEALTHY CITY




Richmond Heights will be a healthy community with access to optimal health care services and general well-being programs that promote healthy living, safe environments, access to healthy foods, and a robust park and recreation system.

| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|--|---------------------------------|--|-----------|--|----------------------|
| Goal 1: Create a Health and Wellness District | | | | | |
| A. Develop a Health and Wellness District with University Hospitals Richmond Medical Center as the anchor for the district | 3-5 years | ★★  | Medium | Community Development Corporation (CDC) Cuyahoga County Board of Health Greater Cleveland Regional Transit Authority Grow Cuyahoga Fund University Hospitals | |
| B. Work to attract health and well-ness-oriented businesses to the Chardon Road corridor between Bishop and Richmond Roads, and to visually brand the area | Ongoing | ★★★  | Low | Community Development Corporation (CDC) Cuyahoga County Board of Health Greater Cleveland Regional Transit Authority Grow Cuyahoga Fund University Hospitals | |
| Goal 2: Explore joint ventures with the Richmond Heights Local Schools, Richmond Town Square, and University Hospitals Richmond Medical Center to create programs around wellness and healthy living for all ages | | | | | |
| A. Collaborate with University Hospitals Richmond Medical Center to develop wellness programming and sponsored events | 1-2 years | ★★★  | Medium | Cuyahoga County Board of Health Greater Cleveland Regional Transit Authority Grow Cuyahoga Fund University Hospitals | |
| B. Collaborate with University Hospitals Richmond Medical Center to formalize the mall walking program | 1-2 years | ★★★  | Low | Cuyahoga County Board of Health Greater Cleveland Regional Transit Authority Grow Cuyahoga Fund University Hospitals | |
| C. Develop a formal partnership with the Richmond Heights Local Schools to coordinate the use of school facilities as a community resource during non-school hours | 1-2 years | ★★  | Low | City of Richmond Heights Richmond Heights Local Schools | |



| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|---|-----------|--|----------------------|
| Goal 3: Ensure that all residents have access to a variety of indoor and outdoor recreational opportunities at the municipal parks, schools, and recreational facilities to encourage active and passive recreation that will contribute to overall health and improve quality of life | | | | | |
| A. Continue to pursue collaborative partnerships to provide quality programming for Richmond Heights residents | Ongoing | ★★★  | Low | City of Richmond Heights Heights Hillcrest Regional Chamber of Commerce Local Businesses Philanthropic and Nonprofits Groups Richmond Heights Local Schools | |
| B. Improve all facilities at the Municipal Park including playgrounds, recreational facilities, trails around the parks, and the Kiwanis Lodge | 3-5 years | ★★  | High | City of Richmond Heights Cuyahoga County Department of Development Heights Hillcrest Regional Chamber of Commerce Local Businesses Ohio Department of Natural Resources Philanthropic and Nonprofits Groups Richmond Heights Local Schools | |
| C. Develop a park plan for DeSan Park | Ongoing | ★★  | Low | City of Richmond Heights | |
| D. Develop a fitness trail around the airport | 1-2 years | ★★  | Medium | City of Richmond Heights Ohio Department of Natural Resources | |
| E. Implement the Walk [Your City] campaign | 1-2 years | ★★  | Low | City of Richmond Heights Ohio Department of Natural Resources | |
| F. Explore investing in both outdoor and indoor purpose-built facilities | |  | High | City of Richmond Heights Heights Hillcrest Regional Chamber of Commerce Local Businesses Ohio Department of Natural Resources Philanthropic and Nonprofits Groups Richmond Heights Local Schools | |

A GREEN CITY

Richmond Heights will be a green City that is environmentally sustainable, uses green infrastructure to capture and slow stormwater, and promotes best practices to preserve the environment.


| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|--|---------------------------------|--|--|---------------------------|---|
| Goal 1: Develop programs and/or incentives to provide education and resources to businesses and residents on best practices to reduce the City's overall carbon footprint | | | | | |
| A. Develop and enhance internal energy efficiency and conservation programs and policies for City employees and City-owned facilities | 3-5 years | ★★ | (A) (BD) (FD) (SD) | Medium | ODSA Local Government Efficiency Programs Ohio Department of Energy |
| B. Promote Leadership in Energy and Environmental Design (LEED) program options to the Richmond Heights community | Ongoing | ★★ | (A) (BD) (ED) (FD) | Low | Local Businesses Ohio Department of Energy U.S. Department of Energy U.S. Green Building Council |
| C. Encourage commercial businesses to conduct energy audits and implement energy efficiency retrofits and upgrades through activities such as energy efficiency workshops and energy fairs | Ongoing | ★★ | (A) (ED)   | Medium | Local Businesses Ohio Department of Energy U.S. Department of Energy U.S. Green Building Council |
| D. Establish a green home program | 1-2 years | ★★ | (A) (BD)  | Low | City of Richmond Heights U.S. Green Building Council |




| Goals and Actions | Projected Timeline and Priority | | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|----|--|-----------|--|----------------------|
| E. Explore the adoption of Green building standards for new construction and substantial rehabilitation of residential and commercial buildings, and the incentivizing of projects that meet or exceed adopted Green Building standards | Ongoing | ★★ | (A) (BD) | Low | City of Richmond Heights U.S. Green Building Council, LEED Community Development Corporation (CDC) | |
| Goal 2: Incorporate green infrastructure in municipal parks and open spaces | | | | | | |
| A. Place bioswales where feasible to mitigate stormwater runoff | 3-5 years | ★★ | (A) (CE) (ED) | High | Cuyahoga Soil & Water Conservation District Friends of Euclid Creek Local Businesses Northeast Ohio Regional Sewer District Ohio Department of Energy U.S. Department of Energy | |
| B. Reduce parking requirements and incorporate green infrastructure features in the parking lots around Richmond Town Square | 1-2 years | ★★ | (A) (CE) (ED) (FD) | Medium | City of Richmond Heights Local Businesses | |
| C. Consider adopting a tree preservation and replanting ordinance to conserve wooded areas | 0-1 year | ★★ | (A) (PR) (SD) | Low | City of Richmond Heights Tree Research and Education Endowment Fund | |
| D. Re-establish the Tree Commission and codify tree and landscaping standards for parking lots | 0-1 year | ★★ | (A) (PR) (SD) | Low | City of Richmond Heights Tree Research and Education Endowment Fund | |




| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|--|---------------------------------|--|-----------|---|----------------------|
| Goal 3: Continue to promote preservation and sustainability through City ordinances, green building codes, or sustainable zoning code amendments | | | | | |
| A. Consider Amendments to the Zoning Code and other City policies and ordinances, to incorporate sustainable practices | 0-1 year | ★★  | Low | City of Richmond Heights Cuyahoga County Department of Development | |
| B. In consultation with area experts and best practices, consider amendments to the City of Richmond Heights Codified Ordinances to define policies and procedures, and develop and distribute public information guidebooks, to better manage deer, raccoon, skunk, and other wildlife populations. | 0-1 year | ★★★  | Low | City of Richmond Heights Friends of Euclid Creek Cleveland Metroparks | |






A BUSINESS-FRIENDLY CITY



Richmond Heights will provide a business-friendly environment that leverages its existing economic assets, City services, well-educated workforce, and solid infrastructure to attract new investment as well as retain and expand existing businesses.

| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|--|---------------------------------|---|-----------|--|----------------------|
| Goal 1: Support existing businesses and recruit new businesses to Richmond Heights through targeted business retention and growth initiatives | | | | | |
| A. Proactively market the cluster business opportunities in the City's business districts | 2-3 years | ★★★★  | Low | City of Richmond Heights Cuyahoga County Department of Development Cuyahoga County Department of Public Works Destination Cleveland Heights Hillcrest Regional Chamber of Commerce Community Development Corporation (CDC) University Hospitals Richmond Medical Center | |


| Goals and Actions | Projected Timeline and Priority | | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|--|---------------------------------|-----|---|-----------|---|----------------------|
| B. Proactively market the traditional retail business districts in Richmond Heights | 2-3 years | ★★★ |  | Low | City of Richmond Heights Destination Cleveland Heights Hillcrest Regional Chamber of Commerce Community Development Corporation (CDC) | |
| C. Provide resources to institutions, firms, and start-ups that complement existing businesses throughout the City | Ongoing | ★★ |  | Low | Cuyahoga County Department of Development ECDI Microenterprise Loan Fund Program Flashstarts, Inc Cleveland200 Fund Grow Cuyahoga Fund ODSA Microenterprise Business Development Program Small Business Administration Community Development Corporation (CDC) Heights Hillcrest Regional Chamber of Commerce | |
| D. Promote the funding sources for start-ups and small businesses | Ongoing | ★★★ |  | Low | Cuyahoga County Department of Development ECDI Microenterprise Loan Fund Program Flashstarts, Inc Cleveland200 Fund Grow Cuyahoga Fund ODSA Microenterprise Business Development Program Small Business Administration Community Development Corporation (CDC) Heights Hillcrest Regional Chamber of Commerce | |

| Goals and Actions | Projected Timeline and Priority | | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|----|---|------------|---|----------------------|
| E. Develop a round table for business owners in Richmond Heights | 0-1 year | ★★ |  | Low | City of Richmond Heights Community Business Leaders Heights Hillcrest Regional Chamber of Commerce | |
| F. Establish a business incubator | 1-3 years | ★★ |  | Low/Medium | Cuyahoga County Department of Development ECDI Microenterprise Loan Fund Program Flashstarts, Inc Cleveland200 Fund Grow Cuyahoga Fund ODSA Microenterprise Business Development Program Small Business Administration Heights Hillcrest Regional Chamber of Commerce Community Development Corporation (CDC) | |
| G. Collaborate with the proposed Circle Heights Community Development Corporation to produce community programming and events | Ongoing | ★★ |  | Low | Local Businesses Philanthropic Groups Community Development Corporation (CDC) | |

| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|--|---------------------------------|--|-----------|---|----------------------|
| Goal 2: Redevelop the Richmond & Chardon Roads Business District | | | | | |
| A. Create a new mixed-use neighborhood business district at the Richmond & Chardon Roads Intersection | 3-5 years | ★★ (A) (ED)   | High | Business Development Groups Cuyahoga County Casino Fund NOACA TLCI Program NOACA Surface Transportation Program ODNR NatureWorks Program Ohio Department of Transportation Various Economic Development nonprofit and philanthropic groups Community Development Corporation (CDC) Heights Hillcrest Regional Chamber of Commerce | |
| Goal 3: Partner with Richmond Town Square to begin to incrementally reimagine the mall site as a unique mixed-use development with residential, retail, office, and openspace | | | | | |
| A. Encourage landscaping and other external features to improve external appearance and provide a new visual appeal for the mall | 1-2 years | ★★★ (A) (ED)   | Low | Richmond Town Square Developers Community Development Corporation (CDC) | |
| B. Actively market to potential businesses the new zoning regulations for Richmond Town Square | Ongoing | ★★★ (A) (ED) | Low | City of Richmond Heights | |
| C. Explore the formation of a Special Improvement District (SID) that includes Richmond Town Square and the Hilltop Plaza | 1-2 years | ★★★ (A) (ED)  | Low | City of Richmond Heights Hilltop Plaza Developers Richmond Town Square Developers | |






| Goals and Actions | Projected Timeline and Priority | | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|--|---------------------------------|------|---|------------|--|----------------------|
| D. Collaborate with small business development organizations to attract unique local retailers and provide incubation services to small businesses and new start-ups at the mall | Ongoing | ★★ |  | Low/Medium | Cuyahoga County Department of Development ECDI Microenterprise Loan Fund Program Flashstarts, Inc Cleveland200 Fund Grow Cuyahoga Fund ODSA Microenterprise Business Development Program Small Business Administration | |
| E. Establish a Richmond Town Square/ Hilltop Plaza Task Force to develop a long-term strategic plan for the redevelopment of Richmond Town Square that accounts for changing retail habits | 0-1 year | ★★★★ |  | Low | City of Richmond Heights Hilltop Plaza Developers Richmond Town Square Developers | |

Goal 4: Conduct a comprehensive evaluation of the zoning code to determine amendments needed as a result of policy recommendations

| | | | | | | |
|--|----------|----|---|------------|---|--|
| A. Establish priority sections for zoning updates, and engage a consultant or (specialist) in code revisions to allow zoning district compliance with new policy recommendations and the community vision outlined in this Master Plan | 0-1 year | ★★ |  | Low/Medium | City of Richmond Heights Cuyahoga County Department of Development | |
|--|----------|----|---|------------|---|--|


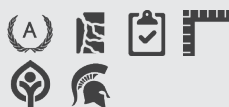


A DIVERSE & ENGAGED CITY

Richmond Heights will continue to be a diverse community of active and engaged citizens, and will pursue innovative partnerships that are critical for providing services and amenities to residents.

| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|---|-----------|---|----------------------|
| Goal 1: Collaborate with Richmond Heights Local Schools to improve the quality of the school system, and to help attract and retain families with children | | | | | |
| A. Maintain the partnership with the schools to continue project-based learning to benefit the community, such as the science projects at Greenwood Farm | Ongoing | ★★ (A)  | Low | Richmond Heights Local Schools The Cleveland Foundation The George Gund Foundation The Kresge Foundation The Robert Woods Johnson Foundation | |
| B. Collaborate with the schools to enhance the Career and Technical Education (CTE) component that introduces young people to a variety of career options | 1-2 years | ★★★ (A)  | Low | National Education Foundation Richmond Heights Local Schools The Cleveland Foundation The George Gund Foundation The Kresge Foundation The Robert Woods Johnson Foundation | |
| C. Undertake a coordinated, yearlong marketing “together” campaign between the City and the schools | 1 year | ★★ (A)  | Low | City of Richmond Heights Richmond Heights Local Schools | |
| D. Have available exit surveys for families with children to determine the reasons they choose to leave the City | Ongoing | ★★ (A)  | Low | City of Richmond Heights | |
| E. Enlist the families with children in the Richmond Heights Local Schools to promote the benefits of the school district | Ongoing | ★★★ (A)  | Low | — | |



A CENTER FOR HISTORY, ARTS, & CULTURE



Richmond Heights will transform the Historic Greenwood Farm into a treasured resource that promotes civic pride and a sense of community.


| Goals and Actions | Projected Timeline and Priority | Responsible Parties and Potential Partners | Est. Cost | Potential Funding Sources | Status/Date Complete |
|---|---------------------------------|--|-----------|---|----------------------|
| Goal 1: Develop a business & renovation plan and long-term master plan for Greenwood Farm | | | | | |
| A. Continue to renovate the historic house and grounds | Ongoing | ★★  | High | Grantswatch.com Grow Cuyahoga Fund Society of Architectural Historians Special Improvement District (SID) | |
| B. Develop a long-term Facilities Master Plan for the operation, preservation, and maintenance of Greenwood Farm | 1-2 years | ★★  | Low | Cleveland Metroparks Cuyahoga Arts and Culture Heart of the Community Grants Special Improvement District (SID) The Cleveland Foundation The George Gund Foundation The Kresge Foundation | |
| Goal 2: Establish Greenwood Farm as the main gathering place for community festivals and other community-based events and programs | | | | | |
| A. Continue using as a multi-use facility to serve as a gathering place for community festivals | Ongoing | ★★★  | Low | Cleveland Metroparks Cuyahoga Arts and Culture Heart of the Community Grants Special Improvement District (SID) The Cleveland Foundation The George Gund Foundation The Kresge Foundation | |
| B. Continue promoting Greenwood Farm as a specialty attraction for activities such as canopy walks and zip lining | Ongoing | ★★  | Low | Cuyahoga Arts and Culture Heart of the Community Grants Special Improvement District (SID) The Cleveland Foundation The George Gund Foundation The Kresge Foundation | |

| | | | | | |
|--|---------|----|---|-----|--|
| C. Collaborate with environmental organizations to host programs such as rain barrel construction and installation and bat education | Ongoing | ★★ | (A)     | Low | Northeast Ohio Regional Sewer District Ohio Environmental Protection Agency |
|--|---------|----|---|-----|--|

Goal 3: Develop strong arts and culture programming at Greenwood Farm and throughout Richmond Heights and support local artists and arts organizations

| | | | | | |
|--|---------|----|---|-----|--|
| A. Host art shows and showcase new artists at Greenwood Farm as well as locations throughout the community | Ongoing | ★★ | (A)     | Low | Cuyahoga Arts and Culture Various Grants Heart of the Community Grants National Endowment for the Arts "Our Town" Grant Special Improvement District (SID) The Cleveland Foundation The Kresge Foundation |
|--|---------|----|---|-----|--|

| | | | | | |
|---|---------|----|---|-----|--|
| B. Brand Richmond Heights as an active arts community | Ongoing | ★★ | (A)   | Low | Cuyahoga Arts and Culture Various Grants Heart of the Community Grants National Endowment for the Arts "Our Town" Grant Special Improvement District (SID) The Cleveland Foundation The Kresge Foundation |
|---|---------|----|---|-----|--|

| | | | | | |
|--|----------|----|---|-----|---|
| C. Identify, document, and map potential locations for indoor and outdoor public art installations | 0-1 year | ★★ | (A)   | Low | — |
|--|----------|----|---|-----|---|

Goal 4: Preserve the Phyper family history and legacy as a part of Greenwood Farm's historical recognition

| | | | | | |
|--|---------|----|-----|-----|---|
| A. Ensure the historical relevance of Greenwood Farm is maintained in all aspects, renovation, literature, branding, and website development | Ongoing | ★★ | (A) | Low | — |
|--|---------|----|-----|-----|---|



County Planning

FOR OUR COMMUNITY
FOR OUR REGION
FOR OUR FUTURE